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The Heart of Reinvention

WASHINGTON—At the heart of the Air Force's new "Acquisition and Sustainment Reinvention Process" is the concept of Reinvention Teams. Each team, headed by a hand-selected leader and made up of field personnel from multiple disciplines, will "study and develop" selected ideas in specific high payoff areas. Their charter directs them to look beyond tasks, jobs and organizational structures, and to focus on processes and process improvement. They will redesign key processes and package the change to become part of the acquisition culture.

Reinvention team results will take the form of executable actions, whether allowing for the future test of concepts the team has developed or paving the way for deployment across the Air Force Acquisition and Sustainment community. Planning for deployment will include creation of the tools, education, and supporting policies needed for successful implementation in the field.

The initial set of four reinvention teams is dispersed throughout AF Materiel Command. The *Contract Award Cycle Time Reinvention Team* is headed by Col Timothy Callahan

at Warner Robins Air Logistics Center, Robins AFB, Georgia.

The *Evolutionary Acquisition Reinvention Team*, headed by Mr. Tom Graves, is located at Aeronautical Systems Center (ASC), Wright-Patterson AFB, Ohio.

The *Program Element Consolidation Reinvention Team* is led by Mr. Dave Carstairs at Electronic Systems Center (ESC), Hanscom AFB, Massachusetts.

The *CAIV/Sustainment Emphasis in the Requirements Process Reinvention Team* headed by Col Michael Kaye is run out of the Space and Missile Systems Center (SMC), Los Angeles AFB, California.

Each team will supplement their local center membership with the expertise of advisors from other field offices, AFMC Headquarters, and the Air Staff.

Future reinvention teams will be selected in large part based on input from the field and industry, so don't forget to check out the AQ Home Page's Innovation Network, where you can get your ideas into the process through the Internet at www.safaq.bq.af.mil/innovation. We also accept ideas at a special e-mail

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address, arideas@af.pentagon.mil. So no more excuses—be a part of improving tomorrow's Air Force. Give us your ideas today and look for future reinvention teams in the months to come!

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A Culture In Transition

Change in our Air Force acquisition culture is here to stay. The new Acquisition and Sustainment Reinvention Process that we'll use to manage our future acquisition and sustainment environment is off and running at high speed and continues to gain momentum. A concept briefed to Air Force acquisition leadership in early March garnered overwhelming support. Considerable effort at the Secretariat level, and a critical review by the Request for Proposal Support Office (RFPSO) representatives from each of the product, logistics, and test centers in April, preceded unveiling this new process to the entire acquisition workforce during Acquisition Reform (AR) Week III. Demonstrating full leadership commitment, senior Air Force acquisition leaders personally introduced the future for acquisition reform at each center.

The AR Week unveiling also served to introduce the first set of initiatives

to work through the new process. These kickoff initiatives were all derived directly from long-standing problems identified by you—the acquisition workforce. Leadership took your ideas and developed them as themes for Reinvention Teams. These teams will be using an approach that examines acquisition processes, customers, and outputs to ensure we capitalize on value-added activities, and discard nonessential and waste activities, as we reengineer our processes, as necessary, for the future.

The newly-selected Reinvention Team leaders for the first wave of initiatives spent July 22nd in Washington becoming indoctrinated in the new process and their task charters, and meeting with acquisition leadership. You will soon be able to follow their team's progress on the SAF/AQ homepage. In the near future, additional Reinvention Teams will be es-

tablished and each successive wave will again be based on your ideas. The channels of communication are open. If you have an idea, tell us about it. Use the web at www.safaq.bq.af.mil/innovation/, use e-mail at arideas@af.pentagon.mil, or give us a call at DSN 425-7100; Comm (703) 588-7100.

The groundswell of participation is growing. Eighteen senior Acquisition Reform Champions have already been identified to assist Air Force leadership with coordinating, supporting, and encouraging acquisition reform efforts at their assigned organizations. We are creating a new culture of transition within the acquisition workforce and industry that will encourage and reward innovative examination and implementation of ways that the Air Force will use to meet the needs of the warriors. The Acquisition Challenge train is accelerating. All Aboooaaard!!!

AR Champions

WASHINGTON—Another key element in the new Air Force Acquisition Reform (AR) structure is the Acquisition Reform Champion. These individuals are handpicked by MAJCOM commanders and AFMC Center Commanders to carry out specific duties furthering the progress of acquisition reform. The AR Champions will act as the lead advocate for acquisition reform across their organizations. They will identify and facilitate resources for AR, including those needed to support ongoing reinvention teams at their bases. They are not an "acquisition police" or another reporting chain, but the identification of an AR Champion at each key location will serve to place proper emphasis on the importance of acquisition reform to the future of the Air Force.

Major Commands:

ACC	Col Bill Rusby, Langley AFB, VA
AETC	Col Lyle Eesley, Randolph AFB, TX
AFMC	Mr. Jerome Sutton, Wright Patterson AFB, OH
AMC	Col John Cantwell, Scott AFB, IL
PACAF	Col Joseph Timmons, Hickam AFB, HI

Major Product Centers:

ASC	Brig Gen David Herreiko, Wright Patterson AFB, OH
ESC	Mr. Dave Carstairs, Hanscom AFB, ME
HSC	Lt Col Meddy Vasser, Brooks AFB, TX
SMC	Col Michael Kaye, Los Angeles AFB, CA

Air Logistics Centers (Operational Support):

OO-ALC	Ms. Jential Shakib, Hill AFB, UT
OC-ALC	Mr. Bob Harwell, Tinker AFB, OK
SA-ALC	Ms. Sandra Geib, McClellan AFB, CA
SM-ALC	Mr. Thomas Tamez, Kelly AFB, TX
WR-ALC	Mr. David Burton, Robins AFB, GA

Test Centers:

AFDTC	Lt Col Bruce Melusen, Eglin AFB, FL
AFFTC	Mr. David Stocking, Edwards AFB, CA
AEDC	Mr. Rick Stewart, Arnold AFB, TN

Reinvention Team Leader Day with SAF/AQ

WASHINGTON—On July 22, the four Reinvention Team leaders met with Mr. Blaise J. Durante, Deputy Assistant Secretary of the Air Force for Management Policy and Program Integration, to discuss the future efforts of their teams at a special "Reinvention Team Leader Day." The team leaders had an opportunity to discuss rules of engagement, team membership, and the scope of their efforts with members of the Acquisition Reform Core Team. The Core Team is expanding but is now made up of Secretariat and Air Staff personnel from several functional offices and a representative from AFMC/AQ. The diversity of membership for the reinvention teams and the core team are all part of the "Acquisition and Sustainment Reinvention Process" which emphasizes getting the best ideas from the Air Force.

Col William Selah, SAF/AQXA,



Mr. Blaise Durante, SAF/AQX, on left, pictured with the Reinvention Team Leaders. From left to right: Mr. Dave Carstairs, ESC; Col Tim Callahan, WR-ALC; Col Steve Reznick, WPAFB; Mr. Tom Graves, ASC, Col Mike Kaye, SMC.

who hosted the event for SAF/AQ, plans to repeat this event for other Reinvention Teams as they are commis-

sioned. With an eye toward improving the process, feedback from the participants will be solicited.

Reinvention Teams: The Second Wave

Following on the heels of the first four Reinvention Teams, representatives from the second wave of Teams met the last week in July to discuss the scope and schedule of their efforts. Three of the four teams are already in the "Study and Develop" or "Test" phases of the Acquisition and Sustainment Reinvention Process.

Led by Lt Col Hans Jerrell, Operational Contracting Division, Office of the Deputy Assistant Secretary of the Air Force for Contracting, Assistant Secretary of the Air Force for Acquisition, Pentagon, the *Commercial Services Reinvention Team* is revolutionizing service contracts. First, Air Force Instruction (AFI) 64-108 will be replaced with a new principle-based AFI that embraces acquisition reform principles and mandates commercial first to the maximum extent practicable. Then, the development and test of an "extranet"

will occur. This web site will capture, store and retrieve business knowledge and will allow for one-stop shopping. With these tools, an Air Force Service Contract Advisory Group will be formed to develop statements of work and to place the lessons learned, best practices found, and other related topics into the extranet knowledge library for others to leverage. The "extranet" may be viewed at www.bsx.org.

Col Jerrell serves as an Air Force Secretariat staff officer and is responsible to the Deputy Assistant Secretary for developing and defining Air Force services, utilities, and cable television contracting policies. He is chairman of the Defense Acquisition Regulation (DAR) Council Services and A-76 Committee and is a member of the Civilian Agency Acquisition Council Utilities Committee.

The Reengineering the Source Selec-

tion Process Reinvention Team stemmed from a Source Selection Integrated Product Team (IPT) effort that has been underway since September 1996. In order to simplify and have a more effective process, the Air Force has reengineered its source selection policy and procedures. This reengineering effort is led by Ms. Kathy James, Contract Policy Division, Office of the Deputy Assistant Secretary of the Air Force for Contracting, Assistant Secretary of the Air Force for Acquisition, Pentagon. This new process will focus on fewer and better evaluation factors, be clearer to both industry and Air Force participants, and should require less time and resources to complete. Past performance will more effectively be used as a measure of confidence in an offeror's ability to successfully perform the task. Currently the new policy and

(Continued on page 10)

A Closer Look At Reinvention Teams

Evolutionary Acquisition

The *Evolutionary Acquisition Reinvention Team*, led by Mr. Tom Graves, Aeronautical Systems Center, Wright-Patterson AFB, Ohio, will investigate Evolutionary Acquisition as a means to expedite delivery of capability to the field in increments driven by emerging technology and current need. Evolutionary Acquisition is a tailored, streamlined acquisition strategy for acquiring systems. The Evolutionary Acquisition strategy is consistent with current guidance and can help shorten the time between requirement genesis and system availability.

Why Evolutionary Acquisition? The use of conventional approaches for the acquisition of large systems can typically take from 8 to 12 years or more from program initiation to delivered capability. This protracted development time causes problems that can be mitigated with a modified acquisition strategy such as Evolutionary Acquisition. Problems of long cycle times may include high costs, technology obsolescence, evolution of the threat beyond procured capabilities, and continuing evolution of user requirements. In programs with developing technology and/or the potential for rapid changes in requirements, Evolutionary Acquisition may be particularly valuable. For more information on this initiative, see www.safaq.bq.af.mil/acq_ref/evacq.htm.

Selected to lead the team, Mr. Graves is presently the director, Acquisition Policy Directorate, Aeronautical Systems Center, Wright-Patterson AFB, Ohio. Mr. Graves' office is responsible for ASC's Strategic Planning, Acquisition policy

interpretation and implementation, and Special Access Programs administration. He also serves as the ASC representative on such joint initiatives as the Business Process Board of the Joint Aeronautical Commanders' Group and the Lean Aerospace Initiative. His previous experience includes chief of the Performance-Based Business Environment Integration Team (Acquisition Policy Directorate) and deputy director, F-22 System Program Office (Aeronautical Systems Center).

Cost as an Independent Variable (CAIV)/Sustainment Emphasis in the Requirements Process

The *Cost as an Independent Variable/Sustainment Emphasis in the Requirements Process Reinvention Team* is headed by Colonel Michael Kaye, Space and Missile Systems Center, Los Angeles, California. The team's objective will be to integrate the Cost as an Independent Variable (CAIV) Process Model with Total Ownership Costs (TOC) emphasis into the requirements generation process (MNS/ORD). It will focus on TOC throughout the system life cycle and allow trade space for implementation of CAIV principles.

The Air Force and DoD acquisition processes have historically been focused on performance requirements and production costs. The focus must shift from performance parameters and pure acquisition cost to assessing the total life cycle cost of weapon systems, looking for best value acquisitions that

still meet our warfighting requirements. The best approach to implementing this shift is by emphasizing sustainment parameters which drive two-thirds of the typical weapon system life cycle cost. And assessing the relative value of all parameters—both performance and sustainment—in a cost framework utilizing cost as an independent variable methodologies. More information can be found at www.safaq.bq.af.mil/acq_ref/caiv.htm.

Col Kaye is currently the Chief of Acquisition Development for the Space and Missile Systems Center (SMC), Los Angeles AFB, California, where he manages pre-award acquisition support and acquisition reform for the Center. Pre-award acquisition support includes assisting and training program offices and other customers in development of acquisition strategies, generation of requests for proposal, and conduct of source selections. Acquisition reform efforts include SMC-wide training as well as program-focused just-in-time training and integration of acquisition reform initiatives with industry partners of SMC.

Program Element Consolidation

The *Program Element Consolidation Reinvention Team*, led by Mr. Dave Carstairs, Electronic Systems Center, Hanscom AFB, Massachusetts, will investigate acquisition process improvements through consolidation of AF Program Elements (PE) and Budget Program Activity Codes (BPAC) (i.e. projects within a program element) in the acquisition related PEs. Such improvements will result in enhanced pro-

gram management flexibility in response to changing Air Force needs, budget priorities, and technology conditions.

Program Elements and their sub-components, Budget Program Activity Codes, are the basis for tracking and managing the R&D funding for all DoD activities. They are the foundation of the Planning and Programming Budget Submission (PPBS) process. Each PE and BPAC represents separate, though often related, activities. The Air Force currently identifies over 1600 PEs, approximately 200 of which are Research, Development, Test and Engineering (RDT&E) PEs. There are approximately 400 RDT&E related BPACs. The size and scope of the PEs and BPACs are not consistent across or within the Services. Many PEs address small projects while the F-22 program is within a single PE and BPAC. Descriptive Summaries of unclassified PEs are available on the web. PE and BPAC dollar amounts can also be obtained from the ABIDES Database.

Why consolidate? The multitude of PEs may limit the flexibility within the Service, Major Commands (MAJCOMs), and the PEO portfolios to respond to budget cuts, schedule changes, technical opportunities, or service needs. This inflexibility slows and hampers efforts to mitigate program instability. A BPAC consolidation example is the B-1B Conventional Mission Upgrade Program. Four BPACs representing different projects within the B-1B program office were merged into a single BPAC beginning with FY98. This allowed additional flexibility within the program office to manage their projects and decreased reporting requirements from both the SPO and the PEMs.

Charged with leading the *PE Consolidation Reinvention Team*,

Mr. Carstairs is the director of the Electronic Systems Center's Acquisition Development Office (ADO), ESC/BP. The ADO's primary responsibility lies in ensuring that ESC meets its Number One goal of "Achieving an Acquisition Cycle Time of 18 Months or Less." The ADO is a multi-functional team of experienced, top-level government and contractor personnel dedicated to supporting Electronic Systems Center organizations through the pre-award process – understanding requirements, their constraints and risks, identifying and developing acquisition strategies and executing the approved strategy. The web address is www.safaq.hq.af.mil/acq_ref/pe.htm.

Contract Award Cycle Time

The fourth Reinvention Team, *Contract Award Cycle Time*, will be led by Colonel Timothy Callahan at Warner Robins Air Logistics Center, Robins AFB, Georgia. The web address is www.safaq.hq.af.mil/acq_ref/time.htm. This team's objective will be to determine methods of reducing cycle time to get contracts awarded using "best practices" collected in previous initiatives such as Lighting Bolt 10/10a, SPIRIT 97 and the Acquisition Pipeline Inventory Reduction (APIR) program.

Cycle time to get contracts awarded for both acquisition and sustainment programs is too long. While several initiatives have collected "best practices" to reduce time to get on contract, implementation, i.e. usage of these best practices, has been inconsistent and difficult to measure. The thrust of this initiative is to find ways of making the usage of these "best practices" widespread and consistent through-

out AFMC, including the Air Logistics Centers, Product Centers, Labs and Test Centers. The team will have to consider that the issues and constraints affecting major systems acquisitions are different from those affecting most sustainment acquisitions.

In addition, the team will also have to take into consideration that not all "best practices" are appropriate for all situations—one size does not fit all. The best policy guidance should indicate what practices are essential; and therefore mandatory, and what practices are optional and represent flexibility for the local manager.

Taking the lead on this initiative, Col Callahan is currently the Deputy Director of Contracting, Warner Robins Air Logistics Center, Robins AFB, Georgia. He is responsible for the contracting procedures, personnel, resources, and systems support for the weapon systems, supplies, equipment, and services managed at Warner Robins.

Col Callahan has held a multitude of logistics and contract management positions, including chief of the Logistics Contracting Division for Headquarters, Air Force Material Command. He is certified at Level III (Contracting) in the Acquisition Professional Development Program and is a Certified Professional Contract Manager.

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One-Stop Shopping, The RFPSO Website

The Oklahoma City Air Logistics Center's RFPSO website is "one-stop shopping" for Acquisition Reform. On the Request For Proposal Support Office (RFPSO) website, one can find the PK Acquisition Support Office (PKASO) Guide, SPIRIT 97 Desktop Guide, direct links to the DoD Acquisition Reform Site, the AFMC Acquisition Reform Site, and other acquisition reform resources.

Tinker AFB employees and other interested DoD employees can reap the benefits of the OC-ALC/RFPSO website by having all available acquisition reform information at their fingertips. This information will be helpful in the development of RFPs for those buys under and over \$10 million.

When asked "Why have a central location for Acquisition Reform Information?" Mr. Frank Canary, Acquisition Reform Specialist replied, "The answer is simple. The ultimate goal is to provide better support for our warfighters. With the ongoing downsizing our DoD managers need to have the tools and information available to them in a more streamlined fashion for them to work *faster, better, cheaper, and smoother*. It makes good business sense for our acquisition corps to have all relevant acquisition reform information available to them in a central location without having to browse the entire Internet. Knowledge is power; being aware of the changes acquisition reform has brought about puts this information into the hands of our workforce."

The PKASO Guide was first implemented at Tinker on February 3, 1997, by the center commander, Major General Perez. This guide was modeled after the guide developed by SM-ALC. The PKASO Guide is used to implement acquisition reform at Oklahoma City Air Logistics Center. A benefit of

the guide is that it discusses the services available through the PKASO. For instance, the PKASO guide spells out the procedures to follow for requirements over \$5 million. A Strategy Group Meeting (SGM) is held with the PKASO and the program team to discuss acquisition strategy prior to a formal Acquisition Strategy Panel. It also sets out procedures to be followed for purchases over \$100,000, which includes completion of the Acquisition Reform Checklists. In addition, the PKASO Guide requires the submittal of Metrics Data Worksheets for contracts awarded over \$100,000. An "RFP Review Questionnaire" is attached to the Metrics Worksheets and is a "quick look" reminder of acquisition reform principles that are central to RFP development. The questionnaire also functions as a feedback mechanism to the RFPSO and allows program teams to see areas for improvement.

The SPIRIT 97 Desktop Guide was developed by OC-ALC for HQ AFMC/AQ. The information in the Desktop Guide enables web surfers to obtain data on Air Logistics Center's best practices and is based on the Headquarters Acquisition Support Office SPIRIT 97 workshop. A feature of the site is that it contains a survey that gives the RFPSO input as to how well the Desktop Guide or Workshop is received. The Desktop Guide is self-paced so individuals may read the material and work through case tutorials at the end of each section to test their knowledge. Suggested answers are provided for the cases to increase the readers' understanding.

Other easily accessible resources include the Statement of Objectives briefing and the Risk Assessment Process module. These materials are especially helpful for those individuals, technical team members, and contracting officers who are embarking on a major source selection. The IPT members

may use the material in identifying the risks of their program and in developing a statement of objectives for developing standards.

Other acquisition resources include links to the Army Acquisition website, Navy Acquisition Reform Homepage, and the System Acquisition School Acquisition Reform Virtual Classroom. The Navy Acquisition Reform Homepage is exceptionally noteworthy with its "Navy Turbo Streamliner." The Turbo Streamliner displays a vast amount of acquisition reform information from a reporting metrics guide to a guideline for streamlining a request for proposal. The benefits of this information will enable DoD employees to gain a full perspective of what all service branches are contributing to Acquisition Reform.

The latest updates to the OC-ALC/RFPSO website include links to SAF/AQ Success Stories and a description of those success stories displayed on the Pentagon War Room Walls. Easy access to the success stories on the site should encourage submittal of additional acquisition reform success stories. Other additions to the website include agendas for the Acquisition Reform Stand Down Days and Roadshow II.

The OC-ALC RFPSO website was created by Mr. Frank Canary, HQ AFMC/AQ, and Mr. Clyde Fosdyke, OC-ALC/PKWebmaster. The address is www.tinker-contracting.com/AcqReform/RFPSO.htm



DLA E-Cat is the Future

Today, the supply of readily available commercial items is most often handled using the traditional NSN stock, store, and issue practices of the past decades. This impacts the government and the contractors with unnecessary contract, inventory, and distribution costs. It also eliminates customers from ordering specific products even if those products are better.

A program that may help to solve these problems is the Electronic Commercial Catalog (E-Cat). The E-Cat satisfies most of the key issues identified by Dr. Jacques Gansler, Deputy Under Secretary of Defense for Acquisition and Technology, and should be adopted across the entire Air Force as a standard practice.

For example, under the current system, special masking tape is required because it works best for a particular operation (improves production performance), or specific chemicals are required because they have less "hazmat" content than another brand (keeps an installation in compliance). Costs are higher for these DoD distributed items because of the high cost of overhead. Delays are often experienced getting readily available products because buyers must go through the traditional contracting process item by item. This means more stock must be on hand to cover the lead-time and valuable warehouse space is occupied by readily available commercial items.

The E-Cat program is operational, but not widely known. The system was developed using commercial business logic and with the help of six contractors who have actively participated. EC/EDI transactions are used throughout. This is a perfect example of successful DoD application of Electronic Commerce. With incorporation of the E-Cat into the contracting and supply business, wholesale and retail inventories of these items (and there are thousands) can be eliminated or sig-

nificantly reduced. Some examples are:

- Using one contract allows the field to order the widest range of products eliminating the need for individual contracts for each item.
- Delivery time with E-Cat is normally two days inside the continental U.S., and approximately four days overseas.
- Multiple options exist to order from a variety of contractors so source is eliminated and cost and delivery comparisons can be made.
- Credit card or MILSTRIP payment is acceptable.
- Specific product selection is available along with a specific contractor if that is a requirement. This allows people to buy from sources they know are dependable.
- New products can be introduced overnight and quickly made available to customers.

These examples show the benefits of the E-Cat program. EC/EDI is the future of purchasing for DoD and the DLA E-Cat is a step in that direction. The web address for E-Cat is www.disc.dla.mil/ECAT/index.htm

This article was submitted by Mr. Raymond Olfsky, a civilian in the Directorate for Requirements, Headquarters Air Force Materiel Command, Wright-Patterson AFB, Ohio. Mr. Olfsky submitted the article after hearing Lt Gen (Ret) Muellner's briefing on the new "Acquisition and Sustainment Reinvention Process" at Wright-Patterson during AR Week III in May. During Reserve duty at HQ DLA, Mr. Olfsky worked on the Electronic Commercial Catalog. Believing it to be a "fundamental business improvement," Mr. Olfsky submitted the article through arideas@af.pentagon.mil. We encourage others to follow Mr. Olfsky's lead and submit those ideas that you feel would benefit others in the workforce.

AF Takes AR to Industry

WASHINGTON—Mrs. Darleen Druyun, Principal Deputy Assistant Secretary of the Air Force for Acquisition and Management delivered a hard hitting presentation of the Air Force Acquisition and Sustainment Reinvention Process to our industry partners at a luncheon on July 10, 1998, held in a local restaurant.

Under the planning efforts of Mr. Chuck Durazo, AFA, and Mr. Glenn Baer, NDIA, the luncheon offered industry its first in depth look at the process and the first initiatives. Mrs. Druyun articulated the importance of industry's participation not only with new ideas, but also as a key member of the Acquisition Reform Council, the leadership body that will guide the overarching efforts for reform.

The SAF/AQ memorandum "Acquisition Reform and Open Communications with Industry" provided industry new insight into the degree of change that the Air Force acquisition leadership is willing to pursue in strengthening our relationship with industry partners. Such items as mandatory release of evaluation standards used in competitive acquisitions, and requiring contractor participation in the award fee decision process are only two examples of increased openness being implemented in the Air Force Federal Acquisition Regulation Supplement (AFFARS).

Mrs. Druyun challenged all the attendees to take the message back to their companies and encourage their corporate acquisition reform offices to engage directly with the Air Force AR office, SAF/AQXA. She also agreed to examine new opportunities to talk with industry. Efforts to link the AR activities with the Industry Days forum are underway with the various Air Force product centers and air logistics centers. Copies of Mrs. Druyun's briefing, upcoming events, and additional information provided to our industry counterparts have been posted on the SAF/AQ Web Site at www.safaq.bq.af.mil

Air Force Facilitates Military/Commercial Integration

By: Wayne Bonser

The following success story was submitted by Mr. Wayne Bonser who is a Technical Advisor at Air Force Research and Development (R&D) Laboratory. Mr. Bonser submitted his story through the Innovation Network. The address is www.safaq.bq.af.mil.

One of the objectives of Acquisition Reform is the merging of the commercial and military industries.

This will allow the government to leverage the capabilities of all US industry and achieve the necessary savings from larger production runs and investments in technology.

One of the areas the Air Force has achieved success is the area of mobile communications. The Air Force facilitated the establishment of a commercial and defense industry forum called the Modular Multifunction Information Transfer System Forum (MMITS) to ensure that future standards for mobile communications will meet both the needs of the Defense Department and commercial customers.

Back in March 1995, the Honorable Paul G. Kaminski, former Under Secretary of Defense for Acquisition and Technology, addressed the R&D Subcommittee of the House Committee on National Security. He said "The bottom line is we have no choice but to move from separate industrial sectors for defense and commercial markets to an integrated national industrial base. Leveraging commercial technological advances to create military advantage is critical to ensuring that our equipment remains the most advanced in the world. The objective is to marry the momentum of the vigorous, productive, and competitive commercial industrial infrastructure with the unique technologies and systems integration capabilities provided by our defense contractors."

At that time, the Air Force R&D Laboratory planned to employ acquisition reform principles in its second

phase of SPEAKeasy. It was the objective of this second phase to develop a modular, open-system architecture communications system that would support civil as well as military needs. In March 1996, defense contractors, wireless service providers and civil and military government agreed to form the MMITS Forum. It took six months of effort, and the interest and support of MITRE, the FAA, and BellSouth Wireless, but the efforts were eventually rewarded.

MMITS is not a standards body, but seeks to define the hardware and software interfaces and protocols needed to develop a family of generic software radio systems. MMITS can and will make recommendations to standards bodies. The MMITS Forum is not a strictly

In this case, the government was the catalyst for creating an organization whose members had common interests but no previous medium for common interaction.

military or defense-oriented body, but one that draws on international developers, experts from the commercial sector, regulators (FCC-US, PTT-GE), and academia. Their "hand-held radio" subcommittee is focused on commercial applications, while their "mobile radio" subcommittee has a defense focus. This unique forum, with thirty-five member organizations from around the world has become the primary mechanism for propagating the concept of open architecture, modular, software-defined radios with standard internal interfaces. MMITS articles have been published in numerous technical magazines including the feature article in the April '98 issue of *Wireless Systems Design* magazine. In 1997, MMITS completed a very successful year. They pub-

lished the first two editions of a technical report on internal standards for open architecture, software-defined radios. This year, they will be extending the concepts proposed in that document and will also be publishing a market-forecast report. MMITS holds national and international meetings, is active globally, and has been asked to co-sponsor workshops and conferences in Europe and Asia.

There was risk-taking associated with this initiative. It had to be an industry-led effort and one in which the military did not posture for a leadership role. The Air Force, however, took "ownership" and facilitated the creation of a body that was needed to provide benefit to both the commercial as well as the military market. Today, two years after its formation, the Forum is operating without government leadership; government participants do not participate in formal votes and eschew any management-related positions, offices, or activities.

In this case, the government was the catalyst for creating an organization whose members had common interests. Some were focused commercially, some had a government or defense focus, and some were technically oriented academicians who had no previous medium for common interaction.

As a result, there is a nascent standard open architecture for modular radios, which, when fully developed, should permit the military to purchase flexible communications systems off-the-shelf with a minimum amount of customization for specific military needs.

These efforts serve to realize Dr. Kaminski's vision of leveraging commercial technology, and should save a considerable amount of money in future R&D, production, and life-cycle costs for communications.

The MMITS web address is www.mmitsforum.org/

The Sense of the Goose

In the fall when you see geese heading south for the winter flying along in the "V" formation, you might be interested in knowing what science has discovered about why they fly that way. It has been learned that as each bird flaps its wings, it creates uplift for the bird immediately following. By flying in a "V" formation, the whole flock adds at least 71 percent greater flying range than if each bird flew on its own.

People who are part of a team and share a common direction get where they are going quicker and easier, because they are traveling on the thrust of one another.

Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to go through it alone and quickly gets back into formation to take advantage of the power of the flock.

If we have as much sense as a goose, we will share information with those who are headed the same way that we are headed.

When the lead goose gets tired, he rotates back in the wing and another goose takes over.

It pays to share leadership and take turns doing hard jobs.

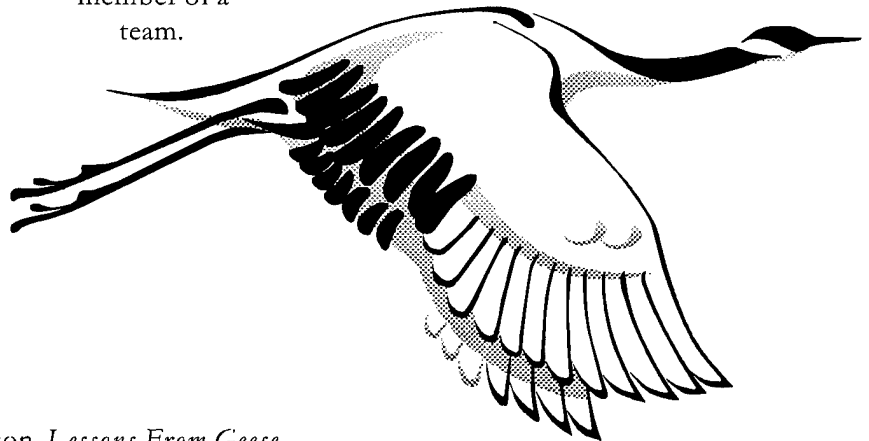
The geese honk from behind to encourage those up front to keep their speed.

Words of support and inspiration help energize those on the frontline, helping them to keep pace in spite of the day-to-day pressures and fatigue.

Finally, when a goose gets sick or is wounded and falls out, two geese fall out of the formation and follow the injured one down to help and protect him. They stay with him until he is either able to fly or until he is dead, and then they launch out with another formation to catch up with their group.

If we have the sense of a goose, we will stand by each other when things get rough.

The next time you see a formation of geese, remember...It is a reward, a challenge, and a privilege to be a contributing member of a team.



- Adapted from a work of Milton Olson, *Lessons From Geese*
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Acquisition Career Management Initiative

By: Capt Charles Darnell, SAF/AQXDA

WASHINGTON—On June 17, Mrs. Darleen Druyun, Principal Deputy Assistant Secretary of the Air Force for Acquisition and Management, chaired the 15th Acquisition Professional Development Council (APDC) meeting. This historic meeting marked the merger of civilian and military career management processes. Although the Air Force is continually constrained by budget and personnel reductions, the APDC clearly sees the need for a strong military and civilian acquisition workforce. Current military retention problems and an aging civilian workforce are forcing senior leaders to evaluate how we grow our most valued asset—our people. The APDC has therefore adopted an initiative to

merge civilian and military career management processes.

The new acquisition career management model is based on existing civilian career policy councils. Policy councils are composed of senior functional leaders and are charged with evaluating and maintaining the health of their career fields. To prototype the new career management model, Mrs. Druyun charged a working group to outline the merger for three functional areas: Program Management, Scientists and Engineers, and Contracting. The working group briefed their plan to add military representatives to the policy councils and supporting panel structure. Once their charters have been modified, the

policy councils will manage military as well as civilian accession, training, career paths, and retention issues for their functional community.

While additional linkage is required to ensure Product, Test, Logistic Centers, and MAJCOM leadership are tied into the process, the stage is now set to address the entire acquisition workforce. Senior functional leaders will now be made formally aware of the issues affecting the workforce and have a voice to make change. For further career management initiative details or copies of APDC minutes, please see the acquisition career development web site at www.safaq.bq.af.mil/acq_worksf/

The Second Wave

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procedures are being tested on 15 source selections at various MAJCOMs. Once the tests are completed and metrics are analyzed, a final source selection policy and procedures will be issued and training held to fully implement the new process.

Ms. James is the Air Force Deputy Assistant Secretary (Contracting) source selection policy focal point. Since 1987, she has been responsible for policy development and advising Air Force activities regarding source selection procedures, first within Air Force Materiel Command (AFMC), then as liaison from AFMC to SAF/AQC beginning in 1997. Ms. James is currently the chairperson of the DFARS Contract Placement Committee and OPR for Federally Funded Research and Development Centers.

Led by Lt Col Lisa Anderson, Contracting Division, Air Force Materiel Command, Wright-Patterson AFB, Ohio, the *Centralized Sustainment Con-*

tracts Reinvention Team will examine efficient approaches to establish and use centralized sustainment contracts. The goal is to leverage buying power for sustainment products, such as spares, with a single contractor by use of a centralized contract with decentralized ordering. Combining user requirements and ordering ease should result in more efficient use of manpower, reduced costs and improved support for the mission.

Col Anderson is a contracting staff officer in the Logistics Contracting Division. She is a key player in several sustainment initiatives including the Acquisition Pipeline Inventory Reduction/Sustainment Process Improvement Reform Implementation Team (APIR/SPIRIT), an AFMC team focusing on reduction of logistics cycle time. She is also developing a strategic plan to implement Agile Logistics in the business environment.

The *Acquisition Reform Training Reinvention Team* will identify how reform initiatives are incorporated into training programs. The team will also

look at identifying ways to provide the relevant acquisition reform training to the workforce. The various training organizations within DoD are continually challenged to provide our acquisition workforce with accurate and current information in a timely manner, particularly during times of significant policy and process changes.

Currently, there are no policy guidelines to ensure that acquisition reform policy changes or process tools are integrated into training at the appropriate level.

The members of the acquisition workforce have been vocal to the acquisition leadership about the need for guidance and training essential for properly developing and executing change initiatives.

A robust training program is essential to our developing the acquisition workforce. The *Acquisition Reform Training Reinvention Team* will lead the charge to make it happen.

'Out-Of-The-Box' Thinking Nets Contracting Award

By: Karen A. Ellis

Reprinted with permission from 'Tinker Take-Off'

The Oklahoma City Air Logistics Center's contracting directorate recently won the 1997 outstanding contract unit award.

Competing against other contracting directorates within the Air Force Materiel Command, Tinker's directorate, led by Jack Blair, rose to the top of the pack through many innovative mission accomplishments.

"It's a great honor to receive this award. I have known for some time that we have one of the best organizations in the command," Blair said. "This award shows that our headquarters also recognizes the hard work and dedication of the people who support our war fighters through our contracting efforts. The ALC contracting community can be proud of their accomplishments," Blair added.

The directorate successfully enhanced the KC-135 mission capability for the year 2000 and beyond by incorporating traffic and ground collision avoidance system updates into the compass radar and Global Positioning System with an estimated value of \$230 million.

The directorate developed a contracting strategy for a five-year sustaining engineering contract for the B-1 system that is valued at \$500 million.

Through the use of efficient business practices, the management of B-1 contracts valued at more than \$16.6 billion was implemented. The average number of processing days for the award was 22 days below the standard.

Contracting innovation and process improvement results included:

The execution of the plan to effectively close the B-1 production contract in 30 months—50% faster than the standard.

A 98% reduction in outstanding government owned tooling/test equipment, from 185,000 to 2,484 items.

Reductions in outstanding contract line items by 59% for closure: from 5,223 to 2,157 line items.

Another important milestone on the directorate's success is the creation of the Acquisition Support Office, which includes all facets of acquisition reform.

The AFMC award stands as a tribute to the directorate's highly educated and skilled workforce. The award acknowledges the numerous employees who diligently worked to place Tinker's contracting directorate ahead of its counterparts.

The organization's employees completed equipping all contracting personnel with state-of-the-art computers and software while enhancing productivity for personnel by establishing remote Automated Contract Preparation System connectivity.

As evidence of their dedication to their

work and their desire to be as knowledgeable as possible of contracting processes, more than 90% of the workforce is certified in the Acquisition Professional Development Program at the required level, and 100% are fully certified in critical job areas.

The directorate has utilized many career-broadening opportunities for employees and has initiated an internal personnel rotation program.

The directorate's work force has received numerous letters of appreciation, which are considered a true indicator of customer satisfaction.

"This award recognizes not just a unit, but a group of people who are thinking outside the box to bring world class support to our customers. This is the finest group of contracting professionals I've ever worked with! This award recognizes that fact," said Aircraft Contracting Division Chief, Col Steve Kahne.



The Contracting Directorate recently earned the Outstanding Contract Unit award from Air Force Materiel Command. Leading the winning Tinker Team are (front) Jack Blair, Contracting director; (back from left) Joel Farrell, Management and Systems Division chief; Don Crow, Operational Contracting Division chief; Bob Harwell, Contracts Committee chief; Jim Whittern, Commodities and Propulsion Contracting Division chief; and Col. Steve Kahne, Aircraft Contracting Division chief.

**The Air Force Acquisition Reform
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SAF/AQXA

1060 Air Force Pentagon

Washington, DC 20330-1060

Phone: 703-588-7100

DSN: 425-7100

Fax: 703-588-1068

Email: arideas@af.pentagon.mil

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The SAF/AQ Vision

"An innovative team of professionals leading the Air Force in partnership with industry and the other services to rapidly equip America's warfighters with effective and affordable combat systems."